

Middle School Initiative

**PART I
COVER SHEET**

CAP 4 SEMESTER 1 WEEK 2

COURSE: Flight Commander Leadership Laboratory, Achievement 9

LESSON TITLE: Leadership: The Cadet Officer and Decision Making

LENGTH OF LESSON: 50 Minutes

METHOD: Informal Lecture - Discussion

REFERENCE(S):

1. *Leadership: 2000 and Beyond*, Volume II, Chapter 8
2. AFPAM 36-2241, Volume 1, Chapter 13, *USAF Promotion Fitness Examination Study Guide*, 1 Jul 99
3. CAPR 20-1, *Organization of Civil Air Patrol*, Figure 18; Part IV, Page 46, 29 May 00

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S):

1. Overhead Projector
2. Transparencies

COGNITIVE OBJECTIVE: The objective of this lesson is for each cadet to:

1. Understand the relationship that he or she has with squadron members as a junior cadet officer.
2. Become cognizant of some of the methods of decision-making.

COGNITIVE SAMPLES OF BEHAVIOR: Each cadet will:

1. Become more aware of his or her relationship with other members of the cadet unit as a junior cadet officer.
2. Learn how to apply some lower level methods of decision-making.

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

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PART II TEACHING PLAN

Introduction

ATTENTION: Good afternoon and welcome to your first class on "officership." You have progressed through the cadet NCO ranks and learned a lot about leadership, having filled several leadership positions over many months of training. Much of what you have learned, in the past, will spill over into your training as a junior cadet officer.

MOTIVATION: General Jimmy Doolittle said many years ago -- *"If we have to fight, we should be prepared to do so from the neck up instead of from the neck down."* I believe that he implies that we should be thinkers and planners of great battles to win wars against an adversary. It is not our intention to plan any war battles, but to instill in you the necessity of planning the day-to-day functions of your unit, in a methodical and logical fashion.

TRANSITION: You have attained the cadet grade of second lieutenant through hard work and perseverance. It did not come easily and to be sure, the next few cadet grades will be equally as challenging, if not more so. Remember that you have the right to interject questions as we progress through the period, as long as the question is relevant to the subject being taught.

Body

MP 1 Well, here we are with a silver pip on our shoulders - cadet second lieutenants. What do we know about being cadet officers? We have trained in many of the positions that generally require a cadet officer, but yet we were cadet NCOs. Have we not learned all there is to know about being a junior cadet officer? The answer to that question is - definitely not. Technically, you have just crossed the threshold between the doers and the thinkers. Although this course, thus far, has had you fulfilling the thinker's positions, you have been guided all the way.

As you progress through this achievement and those that follow, you will be learning the fundamentals of officership. Learning these fundamentals and reviewing much of what has already been studied will aid you in attaining the next milestone - that of the Earhart Award and the grade of cadet captain. You will be learning more about large drill formations, planning complete meeting schedules, and learning in depth about many of the unit's manning positions. Although there is no comparable position of flight commander in the senior ranks of Civil Air Patrol, this position will serve as the foundation for learning about the other cadet officer positions that have a related senior officer position.

MP 2 The Cadet Officer - Whatever position you are assuming in the program, your first task is to read the job description for that position in Civil Air Patrol Regulation 20-1, *Organization of Civil Air Patrol*. (**Instructor should show the directive to the cadets at this point, but not go into detail.**) Each position in the cadet program is well defined in this regulation. After reading all about that assigned position, talk to those cadets that may have held the job before, and any senior members that are filling the position at the present time. You may be assigned to a position as an assistant. This gives you the chance to learn the job before actually assuming full responsibility for it.

Way back in Achievement 3, you were made aware of the differences between the roles of officers and those of NCOs. You will be dealing more with NCOs now than with the lower ranking cadets. It is the responsibility of the NCOs to deal with the lower ranks, leaving you to more important supervisory duties.

Assuming an Assignment

During Phase III, "The Command Phase," and Phase IV, "The Executive Phase," the duty assignment you are filling will more than likely not be the same as the command or staff position that you must study for in any particular achievement. You could be assigned the position of logistics officer while in this achievement and it would be your responsibility to know the operation of that function while studying for a specific function that you are not filling, such as flight commander. For any staff or command position you are assigned in the cadet program, there are staff duty analyses available to help you attain the level of competency necessary for that position.

If you do not have a superior cadet officer available to guide you in fulfilling your assigned job, seek advice from a senior member in the local CAP squadron or other cadets who held the position that may be assisting (our) your program. Each CAP composite and cadet squadron must have sufficient members to fill each of the major functions of the unit and these are the people you need to identify with. These people will advise you on how they do their respective jobs, but it is up to you apply that knowledge, as well as what you know to accomplish your tasks.

If there is a set of "Standard Operating Procedures" (SOP) or "Operating Instructions" (OI) available, then they might be helpful in aiding you in your assignment. If this local directive is not available, you might be able to read the staff duty analysis of a cadet that had filled the job before you. In conjunction with the cadet commander, you may establish the SOP initially and those that follow can update it with their input. Remember, as a cadet staff officer, or as a cadet commander, you work for someone higher in authority.

Assuming a Command Position

If you are functioning as a flight commander, this is where your level of authority lies. If the cadet commander is not present, the next cadet present in the cadet chain of command assumes command of the cadet unit until relieved by competent authority. All policies and procedures implemented by the cadet commander are not to be changed without his or her authority. If you are the individual that has assumed temporary command of the unit, move cautiously and do not change procedures that are working smoothly, just for the sake of change. Study the entire

organization, its people, and its practices before attempting to institute any major change, even though you have been a member of the unit for some time. If any change is necessary for the betterment of the unit, talk it over with the cadet commander before he or she must depart and talk to the senior member in charge of the cadet program to assure that the change is for the good of the unit. Do not be hasty.

Assuming a Staff Assignment

During your tenure in the program not all of you will be in a command position, therefore, most of you will fill some sort of staff position within the cadet force. Whatever that position is, do the very best that you can in fulfilling the objectives of that position. Each staff position in this program is there to support the goals of the cadet program. Each job supports others, making it a team effort.

As a staff officer, your command authority does not extend past the limits of your job assignment. Only those cadets assigned to assist you are within your span of control and these are the only cadets that you may order to accomplish tasks assigned within the staff position.

In accepting your staff assignment, it is your responsibility to handle all the details pertaining to that assignment. You should consult with the cadet executive officer, who is responsible for overseeing your staff office, in cases where there are difficulties. The minute details of running the "shop" should be worked out between you and your subordinates. When a staff meeting is held within the organization, you will brief the commander and other staff officers on the functions and accomplishments of your office. Where there may be a requirement for assistance from other staff members, this might be a good time to approach the subject so that the cadet commander is aware of the teamwork that is necessary to accomplish a specific task. Remember that teamwork is part of the development of leadership.

As a staff officer, it is incumbent upon you to implement approved policies, directives, and programs and to provide personnel of a lower grade guidance and direction to accomplish their assigned responsibilities. You are in a position to influence their decisions and positively affect the quality of their work. You are the logical person, in your office, to create a high state of morale, discipline, and esprit de corps in the unit.

Developing a Sense of Responsibility

The Civil Air Patrol cadet program is a constant process of training and education. You have been charged in the past to accept responsibilities, in most cases, above your cadet grade and knowledge level. You are now at a point in which you can pass on much of what has been learned by you to those below you. You could be charged again to learn the duties and responsibilities of those that may be above you in the cadet program. Seek responsibility. This will aid in your professional development as a cadet leader. Develop responsibility in those below you by giving them sufficient authority to get the job done.

Both formal and informal training does more than augment the level of technical expertise in the unit. The hidden benefit is the energy and stimulation that are gained by planting good ideas into the minds of members at all levels. Good staff officers, in the cadet program, will foster growth by seeing that their people focus their attention on the aspects of a situation, mission, or project

that they control. Show faith in those that are around you and you will increase their desire to accept more responsibility.

There is a short checklist starting on Page 8-3 of your leadership text that you should review periodically while dealing with your subordinates. Use it wisely and you will reap the fruits of your successful leadership.

TRANSPARENCY LL 9.1.1 - Schwartzkopf Quote

"People want to know what is expected of them. No one goes to work and says, 'I am going to do a lousy job today.' People work to succeed and they need to know how you measure that success. Allow for a few mistakes because people must be given the latitude to learn."

- General Norman Schwartzkopf
United States Army, Retired

MP 3 Decision-Making - Decisions, decisions, decisions. Every day, each of us makes decisions about something or other. No matter where you are, or what you do, decisions must be made to resolve situations that are not covered by sound rules of conduct. But what about those instances that are covered by some regulation, manual, or other established procedure which may be violated by someone. Do you, as a cadet officer, decide not to enforce a particular rule or do you make that correct decision to correct the infraction?

As cadet officers, you have established standards that you should live up to. The decision to uphold those standards is your decision. You are leading the unit. Failure to live up to those standards sets a bad example for those that follow, but that was your decision. On the other hand, you do live up to the established standards and you have increased the morale and productivity of the unit. Your decision.

To trust those around you is your decision. Trusting those around you is dependent on the development of your own character by doing right at all times and by helping to develop the character of those subordinate to you. Again, another decision that you must make.

Decisions take time. In many instances you may have to seek counsel of those above and below you to justify any final decision that you make. Take heed in their words and analyze them thoroughly before deciding on your course of action.

Conclusion

SUMMARY: To summarize what we have covered this period is quite simple. As a junior cadet officer, whether a cadet staff officer or a cadet flight commander, you have a responsibility to assure that the people assigned below you are trained to the level required, and you must assure to those senior to you that this has been accomplished. You are a team leader and as such you must infuse in your team members a sense of teamwork and leadership.

REMOTIVATION: Every day is a learning experience. This day has been a small step in your walk towards a higher level of education.

CLOSURE: In closing, let me remind you to read that portion of Chapter 9 of your text and complete that part of the chapter review that we have covered, thus far. For our next class on this subject, I suggest that you read the rest of the chapter and be prepared to discuss the material at our next class. Class is dismissed.

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The objective in this lesson has been to instill in each cadet the desire to accept the challenge of being a junior cadet officer, whether as a cadet staff officer or as a cadet flight commander.

LESSON QUESTIONS: Completion of the chapter review exercise will satisfy this requirement.